Approved For Release 2009/11/13 : CIA-RDP86B00885R001001040058-8

Central Intelligence Agency

Washington, D.C. 20505

23 April 1984

MEMORANDUM FOR ALL EMPLOYEES

SUBJECT: Pursuing Excellence

I am very pleased with the reports I have received from the Deputy Directors on the progress being made in following up on many of the suggestions you made to me in February.

I also have drawn on your papers in preparing an expanded goals statement. I like to think of it as a checklist of principles and operating standards. I am sending a copy to each of you, and am particularly interested in having it used in orienting and indoctrinating new employees to the mission, standards, and work ethic of our organization.

William J. Casey
Director of Central Intelligence

Attachment

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PURPOSE

- Protect the United States, through the provision of ample warning, from surprise armed attack (albeit from terrorist bombing or nuclear war).

- Collect, analyze and appropriately disseminate Foreign Intelligence in support of National interests related to the full range of threats around the world to U. S. interests and to U. S. relations with other governments.

- Engage in authorized special activities in support of U. S. foreign policy objectives and combat anti-U. S. activities by hostile foreign powers.

ORGANIZATION

- Keep our energy and our resources focused on the Agency's mission.

- Organize to adapt to fast-moving situations; ensure quick reaction when needed; develop a workforce with multiple skills which can be redeployed quickly as issues or crises arise.

- Minimize management layering without sacrificing proper command and control.

- Keep abreast of state-of-the-art collection, processing, analysis, and production techniques and make them available to do our job.

ETHICS

- Set high standards of patriotism and respect for the laws and Constitution of the United States. Protect the lives and identities of our sources and assets, most of whom are not protected by U. S. law.

- Recognize in our efforts the absolute primacy of national loyalty and personal values over personal loyalties and the desire for personal gain.

- Recognize that loyalty and values are worthless without the courage to act in their light.

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- o Strive for fairness and a generosity of spirit in our internal affairs.

- o Continue to stress security, both individually and technologically, even into retirement. Consider the security investment as a proportionate part of the human and technological investments and always make it.

- o Demand prudent use of government funds.

- o Avoid conflicts of interests.

PEOPLE

- o Hire the best, and expect the best in performance, integrity, and commitment to the organization.

- o Recognize that some experimenters, free thinkers, and free spirits just might be the kinds of people that a dynamic Organization needs.

- o Make the Agency an attractive place to work for the highly capable people we want.

- o Give individuals responsibility throughout their careers and hold them accountable; people mature best, find career satisfaction, build self-confidence, and work hard to advance when they are given real responsibilities.

- o Give individuals freedom to try new things, recognizing there will be some failures.

- o Stress cooperation and teamwork as key factors in individual and organizational performance.

- o Continually strive for equity in performance evaluation systems and communicate it to the employees.

- o Pay the staff in accordance with their skills and contributions. Specifically reward exceptional performance appropriately, as it occurs.

- o Individually and as an organization invest in a strong and well-managed, career-long, educational program, and encourage each individual to participate.

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- Give those whose skills have been diminished in value by professional and technological advances a chance to find renewed value through an educational investment.

- Maintain a sense of humor and encourage the same among your people.

- Use the DCI's special authorities to establish personnel systems responsive to the nature of the Agency. Pursue this course with consistency.

MANAGEMENT

- Delegate responsibility to the lowest possible level.

- Set goals, define tasks, establish plans, and monitor and measure progress.

- Be accountable and demand accountability.

- Display confidence in people and trust them to do their jobs.

- Foster participation and a sense of belonging to the Agency family.

- Devote time to expanding an individual's ability to contribute.

- Never let a pressure towards mediocrity develop. Do not make, or let others make, people who do more look foolish; reward the outstanding employee.

MEASURE OF RESULTS

- Continually assess our ability to meet customer needs.

- Be alert to the barometer of demands for more intelligence and the esteem in which CIA is held by consumers and the Community.

- Analyze failure as well as success. Learn from mistakes.

- Ask employees and consumers what they think. Communicate.

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STANDARDS

- Produce finished intelligence that is objective and free of political bias. The product must be timely, relevant and accurate.

- Strive for excellence by staying insatiable in the quest for excellence.

- Strive to be the best intelligence service in the world, second to none.

- Believe in innovation - be willing to take some failures in stride.

- Know which pieces of the past to honor and preserve while moving into the future.

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